



2026 PJM Strategy Development & Innovation Summit

PJM Members Committee
May 11, 2026

Aftab Khan
Chief Strategy Officer

Strategy Development Approach & Priorities

Map key industry trends and identify strategic scenarios, deciding on trade-offs to set the strategic vision.

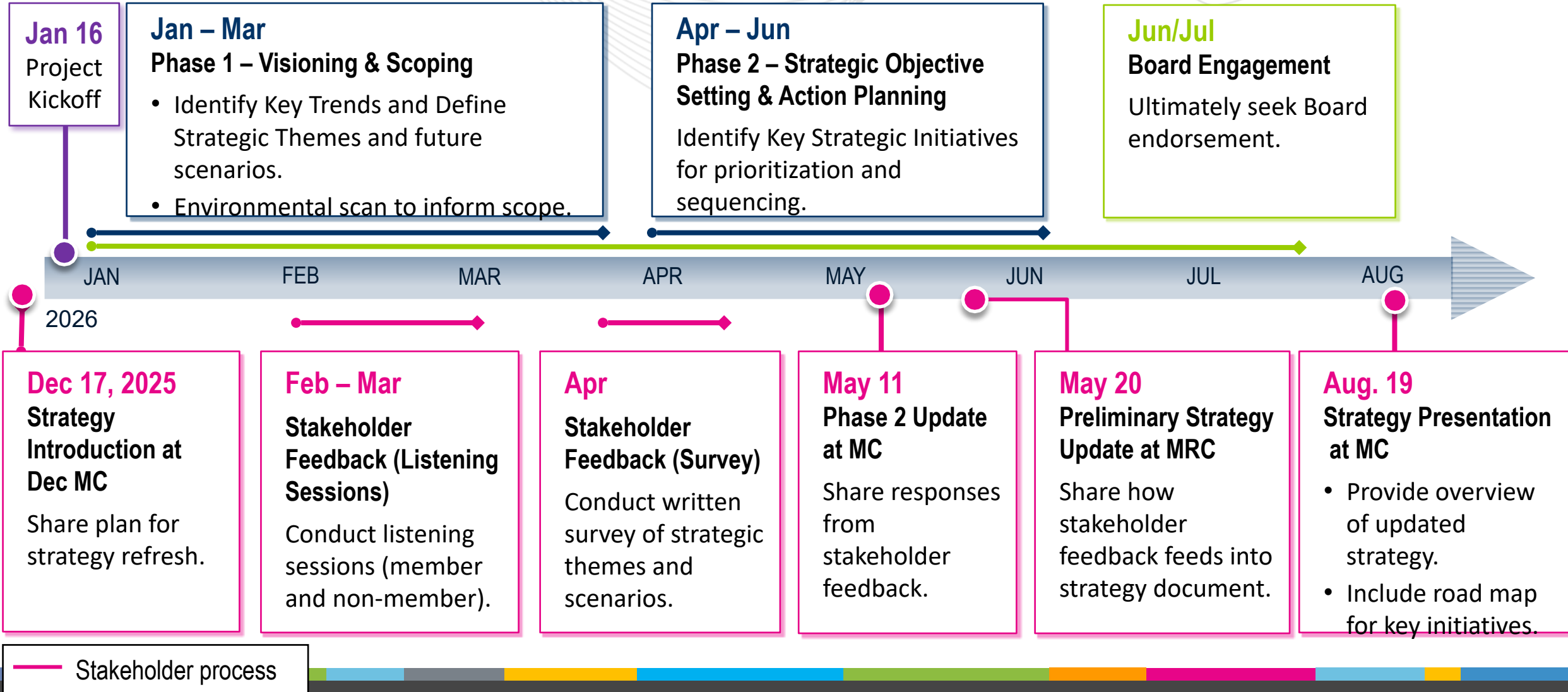
Build resilience across future scenarios, helping PJM plan for a wide range of possibilities – strategy should endure economic and political changes.

Drive a long-term vision beyond the issues and activities PJM undertakes in the next year.

Make clear choices for the next 3–5 years, prioritizing areas and actions that will and will not be taken.

Align the organization with a clear narrative and ambition, enabling PJM & stakeholders to work toward implementation.

A comprehensive strategy can enable PJM to proactively position for future events.



Three themes identified as highest priorities...



...with some interest in other themes



Reliably **operate an increasingly complex** grid with resource mix changes, extreme weather challenges and tighter reserve margins (*96% high priority¹*).



Enhance **market incentives and coordinate states** to facilitate sufficient resource adequacy (*87% high priority¹*).



Implement **innovative and forward-looking planning processes** to help solve resource adequacy challenges (*83% high priority¹*).



Improve **decision-making and implementation efficiency** to meet the industry's pace of change (*48% high priority¹*).



Enhance **PJM's value proposition to members and the region** (*39% high priority¹*).

1. % respondents who indicated this theme as a high priority

Specific Feedback & Topics of Interest for These Themes

Highest-Priority Themes



Reliably operate an increasingly complex grid.¹



Enhance market incentives & state coordination.²



Implement innovative & forward-looking planning processes.³

- Advanced grid tech & storage
- Market & price-signal reform
- Interregional Ops coordination
- Stakeholder & state coordination
- Gas-electric & fuel security
- Demand flexibility & demand response
- Data center & large load curtailment
- Resource performance and flexibility

- Large-load carve-out
- Deeper state partnerships
- Capacity construct redesign
- State RA optionality
- Price formation reform
- Political / policy insulation of market rules
- Forward-looking signal & LSE bilateral contracting
- Demand response as reliability resource

- Advanced transmission technologies
- Order 1920 / holistic long-term transmission
- State coordination & involvement
- Consolidated gen-transmission planning
- Interconnection process reform
- Flexible interconnection
- Regional & interregional planning
- Proactive generator retirement modeling
- DR / DER / VPP / Order 2222 integration

Other Themes



Enhance PJM's value proposition.⁴



Improve decision-making efficiency.⁵

- Stakeholder engagement & transparency
- Reinforce member & stakeholder transparency & accessibility
- Faster stakeholder analyses
- Published decision / issue summaries
- Broader public & non-member participation
- Structured written feedback channels
- Demand-response partnership initiative with demand response providers

- Streamline & consolidate process
- Formal state role in decisions
- Structured written input channels
- Clear timelines & deadlines
- Broaden consumer & public voice
- Engagement with stakeholder-led / bolder ideas
- Decision-ready data and scenarios earlier in the process

1. Reliably operate an increasingly complex grid with resource mix changes, extreme weather challenges and tighter reserve margins.
 2. Refine market incentives and coordinate with states to facilitate sufficient resource adequacy.
 3. Implement innovative and forward-looking planning processes to help solve resource adequacy challenges.

4. Enhance and demonstrate PJM's value to members and the region.
 5. Improve PJM & stakeholder decision-making efficiency to meet the needs of a dynamic and evolving industry environment.



Further refine & incorporate feedback into emerging strategy

(any additional feedback can be submitted to Timothy.Burdis@pjm.com or Kevin.Hatch@pjm.com)



Share preliminary strategy outline at the May 20 MRC meeting



Present final strategy at the August 19 MC meeting

Innovation is an enabler of PJM's corporate strategy

Strengthen PJM's efforts with a forum that brings innovation efforts together – alongside external innovators and stakeholders

The Innovation Summit is anchored in PJM-defined challenges and real use cases

The Innovation Summit is intended to be a recurring event focused on a particular innovation area theme

Innovation Summit – *Applying Artificial Intelligence to the RTO* October 15, 2026 @ PJM CTC

Sessions	Description
Opening Keynote	<i>Dr. Le Xie, PJM Board of Managers and Harvard Power & AI Initiative co founder</i>
<ul style="list-style-type: none"> ■ Topic 1 – Operations* ■ Topic 2 – Markets* ■ Topic 3 – Transmission Planning* 	<i>Panel discussions and Q&A including other ISO/RTOs and industry experts</i>
Closing Keynote	<i>TBD</i>

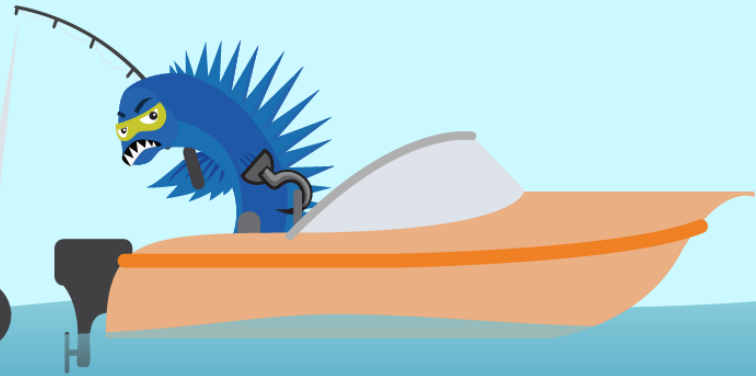
* Details under development by PJM working team

**PROTECT THE
POWER GRID**

**THINK BEFORE
YOU CLICK!**



**BE ALERT TO
MALICIOUS PHISHING
EMAILS**



**Report suspicious email activity to PJM.
Call (610) 666-2244 or email it_ops_ctr_shift@pjm.com**